ODP-8-1741
2 1 SEP 1978

DD/A Registry
File

STATINTL

MEMORANDUM FOR: Deputy Director for Applications
Deputy Director for Processing
Chief, Special Projects Staff

FROM   :   [redacted]
                Chief, Management Staff, ODP

SUBJECT   : Office Evaluation Conference

REFERENCE   : My memo, same subject, dtd. 30 August 1978

1. On 12 October, we are scheduled to meet with
the Deputy Director for Administration and his staff for
an ODP Office Evaluation Conference. The ODP Conference
format will be similar to the conference held during
December 1977--an introduction by the Director of Data
Processing, formal presentations by three speakers,
followed by a general informal discussion period. The
amount of time allotted for the formal presentation has
been reduced to allow a greater opportunity for the ODP
Division and Group Chiefs to participate in the general dis-
cussion period. A preliminary agenda is attached that lists
the briefers and other people scheduled to attend the conference.

2. A dry run of the presentations is scheduled at
1400 on Friday, 29 September in Room 2D03. D/ODP, DD/A/ODP,
DD/P/ODP, C/MS, EO, and the speakers should attend. A full
dress dry run is scheduled at 1430 on Tuesday, 10 October
in Room 2D03 and the participants of the September 29th
dry run and all ODP Division and Group Chiefs listed on the
agenda should attend. The briefers will introduce the Division
Chiefs in their component and briefly state what each is
responsible for. The Director of Data Processing will intro-
duce the SPS Group Chiefs. The Division and Group Chiefs
are encouraged to critique the dry run on the 10th and to
participate in any discussion during the conference on the 12th.

3. This paragraph contains general guidelines to
facilitate preparation for the briefings:

    a. The general form and content will be the
        same for each briefing:

1. <u>Briefly</u> discuss the key activities of your office.

2. Outline the nature and scope of each activity and cite pertinent facts and statistics.

3. Emphasize output or accomplishments against which value judgements are made.

4. Project any major problems for FY-79 and possible solutions.

5. Discuss any specific goals for FY-79 and how you propose to get there.

b. All briefers should use the same visual media, such as VUGRAPHS or flip charts. The EO will meet with you and seek agreement on which will be used.

c. All visuals will be clearly legible to a 56 year old person with bifocals at a distance of 20 feet.

d. The visuals for all briefings will be assembled into one stack prior to the briefings. A divider will be placed between each group of visuals that will be used by different briefing officers.

e. Use of technical terms on the visuals and during the briefings will be kept to the absolute minimum.

f. Questions should be invited at the end of your briefing.

4. A list of topics suitable for the general discussion period will be compiled for the DDA's consideration. Would you send me a list of topics your Division or Group Chiefs will be prepared to discuss with the DDA and his staff. The list should be divided into two sections--discussion items

and issues--and each item or issue should be accompanied by a descriptive, short background narrative and should include the name(s) of the Division or Group Chief(s) familiar with the subject. Please send me your list by 27 September so that a consolidated list can be assembled for our review during the 29 September dry run.

STATINTL

Att: a/s

cc: Chief, Management & Assessment Staff, DDA/
     Executive Officer, ODP
     All ODP Division and Group Chiefs

ODP Office Evaluation Conference with DDA

12 October 1978

Time	Topic	Speaker
5 Min	Opening Remarks	Clifford D. May, Jr Director of Data Processing
10 Min	Evaluation of Deputy Directorate for Applications	████████████ Associate Deputy Director for Applications
10 Min	Evaluation of Deputy Directorate for Processing	████████████ Deputy Director for Processing
10 Min	Evaluation of Management Staff	████████████ Chief, Policy & Plans Group
55 Min	General Discussion with ODP Division and Group Chiefs	

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████████████ , Chief, A Division, DD/A/ODP

████████████ Chief, B Division, DD/A/ODP

STATINTL

████████████ , Acting Chief, C Division, DD/A/ODP

████████████ Chief, D Division, DD/A/ODP

STATINTL

████████████ Chief, Systems Programming Division, DD/P/ODP

STATINTL

████████████ Chief, Engineering Division, DD/P/ODP

STATINTL

████████████ , Chief, Production Division, DD/P/ODP

STATINTL

████████████ Chief, Operations Division, DD/P/ODP

STATINTL

████████████ Chief, Systems Development Acquisition Group, SPS/ODP

STATINTL

████████████ , Chief, Systems Analysis Group, SPS/ODP

STATINTL

████████████ Chief, Project Planning and Control Group, SPS/ODP

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DIA Registry

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2 Oct 1978

MEMORANDUM FOR: Director of Communications
Director of Data Processing
Director of Finance
Director of Logistics
Director of Medical Services
Director of Personnel
Director of Security
Director of Training
Chief, ISAS/DDA
Chief, IPS/DDA
DDA/EEO Officer

FROM   :   John F. Blake
Deputy Director for Administration

SUBJECT   :   DDA Office Management Conferences

REFERENCE   :   Mult Adse Memo fm DDA dtd 27 Jul 78, subj:
Directorate MBO Program for FY 1978 and
FY 1979 (DDA 78-2921)

1.   This memorandum, which supplements instructions in
para 6 of referent memorandum, forwards the schedules for the
October MBO Conferences on regular objectives and on ADP objec
tives.   These MBO schedules are to be distinguished from the
October dates for the Office Evaluation Conferences forwarded
by DDA memorandum of 24 August 1978 (DDA 78-2921/1).

2.   The October Management Conferences on regular objec-
tives will provide the DDA and Office Directors or Staff Chiefs
with a forum for final review of selected FY 1978 objectives
and a first review of the action plans for FY 1979 objectives.
The primary emphasis of the conferences will be on the FY 1979
MBO program.   The hour reserved on the calendar for this purpose
may not be sufficient time to complete the status review of all
the FY 1978 objectives.   In that event, an Office or Staff may
elect to identify separately on the agenda those FY 1978 objec-
tives to be discussed from those completed objectives requiring
no further discussion.

3.   In preparation for the MBO Conference on regular objec-
tives, it is requested that each Office and Staff submit to the
DDA through the Management and Assessment Staff at least five
working days before the conference six copies of:

Administrative - Internal Use Only

SUBJECT: DDA Office Management Conferences

     a. FY 1979 initial action plans for new objectives and revised or current action plans for objectives carried over from FY 1978; and

     b. FY 1978 final status reports on each of that year's objectives.

     4. The ADP MBO Management Conference of the DDA and the Office Directors or Staff Chiefs will review the status of the FY 1978 ADP MBO objectives as of the close of the fourth quarter and action plans for FY 1979. The conference agenda for the FY 1978 objectives will follow the established pattern--update action plan, status report for each objective, and one-page briefing paper based on status report--and for FY 1979 objectives will review initial action plans. In recognition of the time required for preparation of the consolidated presentation by the Director of ODP, each Office Director is asked to forward one set of the above items to the Chief, Management and Assessment Staff, Room 7C18 Headquarters, and one set to Chief, Management Staff, ODP, Room 2D0105 Headquarters. Attention ███████ no later than 10 October 1978.

STATINTL

John F. Blake

cc: AI/DDA w/att

Attachment:
  Management Conference
  Schedules for Regular
  and ADP Objectives

Distribution:
  Orig - D/CO w/att
    1 - ea Other Adses w/att
    1 - AI/DDA w/att
    1 - DDA Subj w/att
    1 - DDA Chrono w/o att
    1 - JFB Chrono w/o att
    1 - DDA/MAS Subj w/att
    1 - DDA/MAS Chrono w/o att
1 - att only - O/Compt
1 - att only - DDA/BS
ORIG:DDA/MAS:███████/il:ext 5226   (6 Sep 78)

STATINTL

- 2 -

DDA MANAGEMENT CONFERENCES
OCTOBER 1978

OFFICE	DATE	TIME
	Regular Objectives	
EEO	16 October	1:30
OF	17 October	1:30
OTR	18 October	10:30
OMS	19 October	1:30
OP	20 October	1:30
ISAS	23 October	1:30
OS	24 October	1:30
OL	25 October	3:30
ODP	26 October	10:30
OC	27 October	3:00
IPS	30 October	1:30

- - - - - - - - - - - - - - -

ADP Objectives

| | 31 October | 1:30 |

DD/A Re ist

24 AUG 1978

MEMORANDUM FOR: Director of Communications
                  Director of Data Processing
                  Director of Finance
                  Director of Logistics
                  Director of Medical Services
                  Director of Personnel
                  Director of Security
                  Director of Training

FROM   :   Michael J. Malanick
                  Acting Deputy Director for Administration

SUBJECT   :   Office Evaluation Conferences

REFERENCE   :   Mult Adse Memo fm DDA dtd 27 Jul 78, subj:
                  Directorate MBO Program for FY 1978 and
                  FY 1979 (DDA 78-2921)

     1. This memorandum, which supplements instructions in
paragraph 9 of referent memorandum, forwards the schedule
and offers guidance in preparing for the Evaluation Conference
to be held in October.

     2. These Conferences will be held for the purpose of
evaluating the effectiveness during the past year of the sub
stantive missions that have been assigned to the Directorate
of Administration. This series of Conferences allocates time
for the senior line managers of the Directorate--the Deputy
and Associate Deputy Directors, the Office Directors, and the
line division or equivalent chiefs--to pause in the midst of
daily demands and pressures and to review and pass value judg
ments on the long-range impact of their activities. The
Evaluation Conferences, which are structured about the activ
ities performed by the division-level components, also serve
to continue the dialogue between the Deputy Director and the
Division Chiefs that began with the DDA Division Chiefs
Conference held several months ago. The value judgments by
the Division Chiefs, who bear a heavy responsibility for the
effectiveness of the Directorate, will offer a unique and valu
able insight into the Directorate.

SUBJECT: Office Evaluation Conferences

3. The 90 minutes of the Conference will not afford sufficient time for a comprehensive and detailed examination of all the missions. It is suggested, therefore, that the evaluation focus on a few key activities within each division which are representative or indicative of the total effort. To provide dimension and perspective, the presentation by the Division Chiefs should delineate the nature and scope of the activity and cite pertinent facts and statistics, but emphasis should be placed on output or accomplishments against which value judgments are made.

4. The attached schedule lists by Office the date for the Conferences, which will be held in the DDA Conference Room. It is suggested that each Office in designing its presentation allot time blocks that will permit the Office Director to make a brief introduction, and/or summation, each one of the Division Chiefs to participate in presentation of the evaluation report, and the DD/A to chair a general question and answer session. Attendance at these conferences will include the Office Director and his Division Chiefs and the DD/A, A/DDA, and involved O/DDA staff officers.

5. The early October dates for the Evaluation Conferences were selected to give Mr. Blake and Mr. Malanick the benefit of participating in these sessions before Mr. Blake's overseas trip in November and before the OMB/RMS hearings.

6. Please forward to the Management and Assessment Staff two working days before the Conference the agenda and the list of Office attendees identified by position titles.

/s/ Michael J. Malanick

Michael J. Malanick

Attachment:
  Conference Schedule

Distribution:
  Orig - D/CO w/att
     1 - ea Other O/D's w/att
     1 - DDA Subj w/att

     1 - DDA Chrono w/o att
     1 - MJM Chrono w/o att   STATINTL
     1 - DDA/MAS subj w/att
     1 - DDA/MAS chrono w/o att

ORIG:DDA/MAS:█████████/il:ext5226   (22Aug78)

DDA OFFICE EVALUATION CONFERENCES

OFFICE	DATE	TIME
OF	03 October 1978	1:30 - 3:00
OTR	04 October 1978	10:30 - 12.00
OMS	05 October 1978	10:30 - 12:00
OP	06 October 1978	1:30 - 3:00
OS	10 October 1978	1:30 - 3:00
OL	11 October 1978	3:30 - 5:00
ODP	12 October 1978	1:30 - 3:00
OC	13 October 1978	1:30 - 3:00

2 7 JUL 1978

DD/A Registry
File _O&M_

MEMORANDUM FOR: Director of Communications
Director of Data Processing
Director of Finance
Director of Logistics
Director of Medical Services
Director of Personnel
Director of Security
Director of Training
Chief, Information & Privacy Staff
Chief, Information System Analysis Staff
Equal Employment Opportunity Officer

FROM   : John F. Blake
Deputy Director for Administration

SUBJECT   : Directorate MBO Program for FY 1978
& FY 1979

1.   The MBO Schedule which is attached signals the
beginning of the Directorate's FY 1979 Management by
Objectives (MBO) Program and the wrap-up of the FY 1978
Program.

2.   Our FY 1979 MBO Program will concentrate on two
Directorate management goals:

     a.   Enhance Information Management

          This goal recognizes that the responsibilities
     for information handling and for optimizing the use-
     fulness of that information rests primarily on the
     line managers (users) who make the decisions spanning
     the entire life cycle of an information system from
     the initial requirements until its replacement or
     termination. The Directorate will undertake specific
     activities to improve skills by user offices in the
     management and use of information systems supporting
     these activities.

SUBJECT: Directorate MBO Program for FY 1978 & FY 1979

      b.   Ensure the Maximum Utilization of Our
          Personnel Resources

          This goal recognizes that the basic respon-
sibility for the management, supervision and career
development of our personnel rest with the managers.
The Directorate must ensure that the skills of our
personnel are being fully utilized---that the organi-
zation of our personnel resources is the best to meet
current and projected requirements---that specific
action is taken to see that our personnel are being
provided with the opportunities and counseling neces-
sary to meet both their own training goals as well
as those of his or her career service, particularly
as outlined in Parts I and II of the Personnel
Development Plan (PDP).

     3.   Each Office should review its activities and plans
for identification and development of at least one objective
under each of these two Directorate goals. Although these
objectives will be deemed the priority objectives of the
Directorate, Office Directors and Staff Chiefs are expected
also to recommend objectives that are responsive to other
implicit Directorate or Office goals.

     4.   The MBO Schedule provides for the submission of
proposed objectives to the DDA on or before 1 September
1978. Please forward, through the Management and Assessment
Staff, proposed objectives in the format illustrated by
Attachment 2. That format provides for:

          a.   Identification number (see Att 2) and short
              title

          b.   Type (regular or ADP)

          c.   Statement of objective

          d.   Comment or description if needed to clarify
              the objective

          e.   Coordination with other Offices

          f.   Goal

- 2 -

SUBJECT: Directorate MBO Program for FY 1978 & FY 1979

5. The MBO Schedule anticipates review and approval of FY 1979 objectives by the DDA during the month of September for implementation on 1 October. No formal review meeting between the DDA and Office Directors on the proposed FY 1979 objectives is required. However, an individual review can be arranged if desired.

6. Although action plans need not be submitted with the proposed objectives, it is recommended that each Office tentatively outline an action plan at the time the objectives are formulated. The action plans will be reviewed at the October 1978 Conferences following the final review of the status of the FY 1978 objectives. To assist Offices in the development of action plans, attached is a copy of "Guidelines for Writing Objectives and Action Plans."

7. MBO Conferences on regular FY 1979 objectives will be held on a quarterly instead of a bimonthly basis. A portion of the time allotted for each MBO Conference on regular objectives will be reserved for the Office to report on its progress toward the implementation of the Director's new personnel management initiatives. The specific reporting requirements for this part of the conference are still to be worked out and will be provided at a later date.

8. Separate MBO Conferences on ADP objectives will be held quarterly as in FY 1978 with attendance limited to the Office Directors and the Assistant for Information. Conference agenda will follow the pattern established in FY 1978.

9. During October, conferences will be scheduled with each Office for evaluation of its missions and functions, preferably by the use of positive indicators. It is suggested that special emphasis for the 1978 Evaluation Conference with the Division Chiefs be placed on one of the three FY 1978 Directorate goals--effectiveness, proficiency or information handling.

10. MAS personnel are available on extension 5226 to provide assistance requested by the Offices.

ILLEGIB

/s/ Michael J. Kilmiak

John F. Blake

cc: AI/DDA w/atts

Attachments:
  1. MBO Schedule
  2. Format for Proposed FY 79 Objectives
  3. 'Guidelines for Writing Objectives and Action Plans'
  4. Format for Status Reports

Distribution:
  1 - ea Adse w/atts
  1 - AI/DDA w/atts
  1 - DDA Subj w/atts
  1 - DDA Chrono w/o atts
  1 - DDA/MAS Subj w/atts
  1 - DDA/MAS Chrono w/o atts
  1 - JFB Chrono w/o atts
ORIG:DDA/MAS:███████████/il:ext 5226   (24 Jul 78)

STATINTL

DATE	FY 1978 PROGRAM	FY 1979 PROGRAM
August 1978	MBO Conference - Status of regular FY 1978 DDA objectives for period 1 June thru 31 July 1978	New Directorate and Office level objectives proposed for FY 1979
September 1978		FY 1979 objectives approved and published
October 1978	MBO Conferences - Activity for regular FY 1978 objectives for period 1 August thru 30 September 1978; ADP FY 1978 objectives for period 1 July through 30 September 1978. Annual Conference - Report on evaluation of the Offices' missions and functions with Division Chiefs	MBO Conference - Action Plans for FY 79 objectives discussed/approved
November 1978	DDA/M&AS - Prepare written evaluation of Directorate FY 1978 MBO Program	Publish FY 1979 MBO Digest
January 1979		MBO Conferences - Status of regular and ADP FY 1979 objectives for period 1 October thru 31 December 1978 (1st quarter)
April July 1979		MBO Conferences - Status of regular and ADP FY 1979 objectives (for the previous 3-month period) discussed
August 1979		New Directorate and Office level objectives proposed for FY 1980
October 1979		MBO Conference - Status of regular and ADP FY 1979 objectives for 1 July thru 30 September 1979 (4th quarter) Annual Conference - Report on evaluation of the Offices' missions and functions with Division Chiefs
November 1979		DDA/M&AS - Prepare written evaluation of Directorate FY 1979 MBO Program

ATTACHMENT 2

DDA - FY 1979 MBO PROGRAM

Sample Format

Proposed Objectives

OFFICE OF GENERAL SUPPORT

1/ NUMBER: OGS

   TYPE: ADP or Regular

2/ SHORT TITLE: Omnibus Microfilm Project

3/ STATEMENT OF OBJECTIVE: To implement procedures by 31 March 1979 for weekly, multi-copy micro-
                                     filming of the central Omnibus files for distribution to users.

4/ EXPLANATION: Copies of microfilm will be sent to the 38 Offices having frequent need
                                     to refer to the central Omnibus files. This will give users immediate
                                     access to information in contrast with a current waiting period of
                                     3 days now required for reproduction, mailing, and routing of a Xerox
                                     copy on demand.

5/ COORDINATION: The Office of Special Support has concurred with the proposed objective
                                     which is a joint project. Approval by the Office of Microfilming will
                                     be required for selection of equipment.

6/ GOAL: This objective supports the Directorate goal to enhance information
                                     management.

1/ Objectives that continue from prior years will retain the old number. Numbers for new FY 1979
   objectives will be assigned by MAS following the initial review by DDA.

2/ Common use name for objective.

3/ See "Guidelines for Writing Objectives" for suggestions in preparing the statement.

4/ For clarification, further description, etc., to aid in understanding and review leading to
   approval of the objective by the DD/A.

5/ Identify other Offices that are or will be involved in attainment of the objectives and coordi-
   nation status.

6/ Answer to the implied "why" of the objective.

12 July 1978

DDA - FY 1979 MBO PROGRAM

SECTION I: Guidelines for Writing
                        Objectives

SECTION II: Guidelines for Writing
                        Action Plans

DDA - FY 1979 MBO PROGRAM

SECTION I
GUIDELINES FOR WRITING OBJECTIVES

The format of a written objective usually contains at least three major components. It specifies action, results, and the conditions (constraints) under which an objective is to be performed. That is, the statement indicates the "what" (action), the "when" and "how much" (conditions) of the action and its anticipated results. The "why" of the objective is not given here because it has been discussed in the goal setting process. The "how" is typically excluded from the objective statement because this is a purpose of the action plan. An example of a statement of an objective follows:

To reduce the amount of employee turnover (action) by 25% (result) by October 1st (condition/ time constraint).

1. Specific

An essential characteristic of a good objective is that it should be specific. That is, it should clearly, concisely, and unambiguously suggest one key area of activity in which accomplishment is to take place. The statement should enable all concerned to determine what single end result or condition is to be achieved.

Objectives usually are written beginning with "to" followed by an action verb such as:

analyze	develop	introduce	recruit
calculate	establish	limit	reduce
classify	expand	list	repair
complete	implement	operate	select
conduct	improve	organize	solve
decrease	increase	perform	train
describe	install	publish	write

2. Conditions or Constraints

The parameters under which the action is to be performed and results achieved need to be stated. Constraints may include a variety of items such as time, cost, resources, and physical or environmental conditions.

3. Measurable, Tangible, or Verifiable

Some objectives are easy to quantify whereas others are extremely difficult. Where possible objectives should be stated in some measurable terms such as dollars, percents, ratios, quantities or time. Measurable objectives make it possible to determine if the objective has been achieved, which in turn aids in the performance appraisal process.

For those key areas in which performance is difficult to measure such as development of personnel or the improvement in relations with subordinates, subjectives can be used. Subjectives are formulated in terms of specific verifiable activities or events which, if achieved, should lead to the desired result.

4. Consistent

Objectives should be consistent with and supportive of organization plans, policies and procedures.

5. Attainable

Given the abilities of the individual involved and the resources available, a realistic possibility of achieving the objective should be expected. Furthermore, the individual should have control or at least influence over the accomplishment of the objective. The actions needed to accomplish the desired result should also be within the authority of the individual.

6. Challenging

Achieving the objective should require greater effort than needed to maintain the status quo. An objective should challenge an individual to expand his abilities and should focus on growth and development.

However, it should be recognized that some legitimate performance objectives require maintaining the status quo. With changing environmental conditions, maintaining the status quo can be a challenge. An example of challenging maintenance performance objective may be to keep your production at the same level with a parallel reduction in funds or personnel.

7. Relevant and Important

Achievement of the objective should provide the maximum payoff on required investment in time and resources as compared with other objectives. That is, the objective should be focused on key result areas.

DDA - FY 1979 MBO PROGRAM

SECTION II
GUIDELINES FOR WRITING ACTION PLANS

1. The statement of the objective identifies "what" is to be done. The function of the action plan is to outline "how" it will be accomplished. The action plan should specify those activities, resources and events required to achieve the objective.

2. Some objectives are simple and require an action plan which can be stated in a brief manner. Others require more extensive investigation to determine what is needed to obtain the desired results. The following steps may be helpful in facilitating the development of an action plan:

Phase I: Define Supporting Actions Needed to Accomplish the Objective

The action plan should itemize the specific significant action (milestones) that the responsible officer intends to take to achieve the objective. These milestones should represent the completion of critical actions necessary for the manager to accomplish his objective and should meet all of the following criteria:

(A) Measurable - Each milestone should be stated in terms that will allow determination of whether it has been completed.

(B) Significant - Each milestone should represent a significant step toward achievement of the objective.

(C) Logical - Each milestone should follow logically from the previous steps and lead to future steps.

(D) Complete - Completion of all of the milestones called for in the plan should assure achievement of the objective.

Phase II: Assign Responsibility for Each Supporting Action

The action plan should cover only those actions to take place during a given fiscal year. A rule of thumb is that at

least one milestone should be scheduled for completion in each quarterly period of the fiscal year.

Phase IV: Specify Resources for the Objective

Although the objective statements may have identified some resources (conditions) needed to achieve an objective, further delineation of the type and amount of resources required to implement the plan is desired. An estimate of the fiscal year resources in terms of manyears and dollars should be included in your action plan.

Phase V: Verify Time Schedules and Modify Action Plan

Determining the most suitable action is often an interactive process. That is, several reviews and changes may be needed in the original plan before a final action plan is made. Such modifications may also alter the original time schedule and require adjustments.

3.   Once you have completed the step outlined above, please submit your action plan on Form 3629 (attached).

In review, although all objectives will not meet these criteria, they can serve as guidelines in writing good objectives:

-- Be specific regarding action to be taken and results expected.

-- State conditions or constraints such as time and cost.

-- Be measurable, tangible, or verifiable.

-- Be consistent with other organization objectives, policies, plans and procedures.

-- Be attainable given abilities and resources.

-- Be challenging.

-- Be relevant and important.

OBJECTIVE AND ACTION PLAN

OBJECTIVE NO.	OFFICE	RESPONSIBLE OFFICER	FY	FY RESOURCE ESTIMATE		PERIOD	STATUS
				MYR	DOLLARS		+ = <
OBJECTIVE						OCT - NOV	
						DEC - JAN	
						FEB - MAR	
						APR - MAY	
						JUN - JUL	
						AUG - SEP	
						+ EXCEEDING PLAN	
						= MEETING PLAN	
						< BEHIND PLAN	

ACTION PLAN (Milestones)	COMPLETION MONTH: SCHEDULED O; ACTUAL X											
	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP

CLASSIFICATION

STATUS REPORT

(Title)

(Objective Number)

1. Activity This Period

2. Problems and Shortfalls

3. Activity Next Period

4. Long-Term Outlook

—

(Suggested Format for Status Reports on MBO Objectives
for the Bimonthly Management Conference)

UNCLASSIFIED	CONFIDENTIAL	SECRET

OFFICIAL ROUTING SLIP

TO	NAME AND ADDRESS	DATE	INITIALS
1	████████████████	26 JUL 1978	
2	DDA		
3			
4			
5			
6			

	ACTION		DIRECT REPLY		PREPARE REPLY
	APPROVAL		DISPATCH		RECOMMENDATION
	COMMENT		FILE		RETURN
	CONCURRENCE		INFORMATION		SIGNATURE

Remarks:

Why do we (?) want to switch to quarterly as opposed to bi-monthly MBO review?

26 JUL 1978

FOLD HERE TO RETURN TO SENDER	
FROM: NAME, ADDRESS AND PHONE NO.	DATE

UNCLASSIFIED	CONFIDENTIAL	SECRET

FORM NO. 237   Use previous editions   (40)

STATINTL

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SENDER WILL CHECK CLASSIFICATION TOP AND BOTTOM

	UNCLASSIFIED		CONFIDENTIAL		SECRET

OFFICIAL ROUTING SLIP

TO	NAME AND ADDRESS	DATE	INITIALS
1	D/ODP		
2	Att: Mr. May		
3	2D 00 Hqs		

"This is a very impressive and thorough approach to the matter.
"Question--Para 3a--How was the age of 56 selected as the target?   /s/Jack Blake"

APPROVAL		DISPATCH		RECOMMENDATION
COMMENT		FILE		RETURN
CONCURRENCE		INFORMATION		SIGNATURE

Att: DDA 78-2921/5

Remarks:

(handwritten remarks)

FOLD HERE TO RETURN TO SENDER

FROM: NAME, ADDRESS AND PHONE NO	DATE
Deputy Director for Administration	25 Sep 78

STATINTL

	UNCLASSIFIED		CONFIDENTIAL		SECRET

(40)

FORM NO. 237   Use previous editions
1-67

TRANSMITTAL SLIP	DATE 9/25
TO: DDA	O+M
ROOM NO.	BUILDING

REMARKS:

Jack:

Thanks for the kind words. Regarding your question, D/ODD was born on 19 May 1922 and wears bifocals. ▮▮▮▮▮

STATINTL

FROM:

ROOM NO.	BUILDING	EXTENSION

FORM NO. 241
1 FEB 55

REPLACES FORM 36-8
WHICH MAY BE USED.

(47)